

3 October 1974

MEMORANDUM FOR: [REDACTED] CS/S

25X1

SUBJECT : Material Requested by Murphy
Commission

This date I received a call from Pat in the
Inspector General's office inquiring as to whether
the "Foreign Intelligence Collection Requirements"
report also known as "Cunningham Report" had been
sent to the Murphy Commission. I informed Pat that
[REDACTED] had reviewed the report, but that
it was now in IC Registry. She informed Mr. Chamberlain,
the IG, and he instructed me that [REDACTED] should
NOT see the report again nor should it be sent to the
Murphy Commission without his prior approval.

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[REDACTED]

STAT

DCI/IC/Registry

P.S.

After hanging up the receiver, a copy of the above
report was handcarried to the Registry for General
Wilson from DD/A. This copy is to be returned to
DD/A.

*recovered by 19
subsequently*

MORRISTOWN, NEW JERSEY 07960
U.S. POST OFFICE BUILDING
1 MORRIS STREET
201/538-7267

COMMITTEE:
FOREIGN AFFAIRS

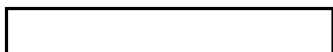
KENT B. CRANE
ADMINISTRATIVE ASSISTANT

Congress of the United States
House of Representatives
Washington, D.C. 20515

SOMERVILLE, NEW JERSEY 08876
U.S. POST OFFICE BUILDING
39 DIVISION STREET
ROOM 3
201/526-2667

September 30, 1974

STAT



Office of the Director
Central Intelligence Agency
Washington, D.C.

Dear John:

At last week's COG meeting the intelligence subcommittee was formed and it reviewed the two enclosed papers. I had no input on either of them, because I was out of the country when they were drafted, and I do not agree with some of the proposals set forth. Fortunately, the Commissioners took the same view and refused to accept the proposal for "outsiders" being added to the subcommittee on intelligence. It is interesting to note that under COG procedures, the proposed "outsiders" would have had a 2 to 1 voting majority over Commissioners in the subcommittee.

You will note that one paper contains a listing of "Key Substantive Issues." In my view these need to be refined and elaborated upon. I hope we can gather a group of representatives of various agencies to review this listing and comment upon it. Your cooperation in gathering the necessary people will be much appreciated.

We shall attempt to straighten out the lines of authority within the Commission staff in the next few days. I regret that this confusion has occurred, but trust you will note that the agreed upon study plan states that I will manage the staff support for the intelligence subcommittee after the initial round of papers are completed, which should be by the end of October.

Kind personal regards.

Sincerely,



Kent B. Crane
Administrative Assistant

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① Copy for my file.

② Pat

Please pursue the
reports requested. We need
to get T.O. going now it
ourselves.

See me. I'd better
call

ILLEGIB

Jan

Priority

MEMORANDUM FOR General Wilson
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This list has been requested by
 for use in the Murphy
Commission study. I have marked those
that we have in hand. Ben Evans,
Executive Registry, believes we should
have the DCI's blessing before we hand
these studies over to the Commission--
and Ben is the man officially responsible
for the documents.

9/3/74
(DATE)

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COMMITTEE:
FOREIGN AFFAIRS

KENT B. CRANE
ADMINISTRATIVE ASSISTANT

Congress of the United States
House of Representatives
Washington, D.C. 20515

SOMERVILLE, NEW JERSEY 08876
U.S. POST OFFICE BUILDING
39 DIVISION STREET
ROOM 3
201/526-2667

August 20, 1974

25X1

[Redacted]
Office of the Director
Central Intelligence Agency
Washington, D.C.

Dear John:

Many thanks for the luncheon and briefing yesterday. I feel confident that with your continuing assistance, I shall be able to do a credible survey of the intelligence community for the Commission on Government.

Let me confirm that I hope someone can review the various previous studies done of intelligence problems while I am away in Africa these next three weeks. I am enclosing a list of the past studies of the intelligence community which I know about, as well as an annotated listing of all studies of the foreign affairs community identified by the COG staff. In addition, I am enclosing two Library of Congress studies which may have some peripheral bearing on the subject at hand.

The purpose of reviewing previous studies of the intelligence community is to provide COG with some continuity and to avoid needlessly repeating analysis already available. We should try to provide a brief summary of past studies, identify the problems they addressed, review problem-solving options they presented, and try to establish what solutions were selected by policy makers and how well they worked. If there are any lessons to be learned from previous studies in terms of trends in problem areas being considered or the methodology of problem-solving per se, we should attempt to isolate them for special attention.

Since we are a bit behind the power curve in getting the intelligence project under way, it might not be too early to begin thinking about the problems which we will probably have to address after the initial round of papers has been received. I like your idea of trying to define the "gut issues" of intelligence and think this might be done both in terms of substantive problems which the community will need to report on in the future and functional issues within the purview of COG's charter. The letter to the Director from Ambassador Murphy

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on October 15, 1973, and the enclosure to my letter to the Director on May 20, 1974, posed some questions which might be refined for further study on a functional basis. Anything you might be able to do while I am gone on defining the so-called "gut issues" and on thinking about what kind of review group that might be established within the community to assist me would be most helpful.

Kind personal regards.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kent B. Crane', with a stylized flourish extending from the left.

Kent B. Crane
Administrative Assistant

COMMISSION ON THE ORGANIZATION OF THE GOVERNMENT
FOR THE CONDUCT OF FOREIGN POLICY

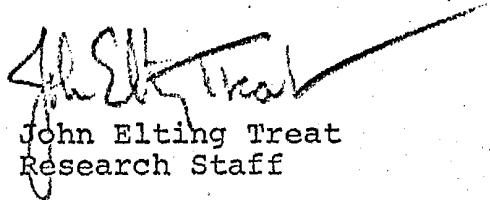
2025 M STREET, N.W.
WASHINGTON, D.C. 20506

August 12, 1974

MEMORANDUM

TO : William Barnds
Robert Macy
Clinton Kelly
Kent Crane

I am transmitting these summaries of various previous reports on the intelligence community to you at Bill Harris' request. These pages are excerpted from the Commission's 448 page Survey of Previous Reports on Organizational Reform in the Foreign Affairs Community. The Survey itself is in a "working draft" form, so please forgive minor typographical errors. If you find any significant substantive errors, however, please let me know. I hope these excerpts prove useful in your deliberations.


John Elting Treat
Research Staff

✓ = studies with significant intel coverage

THIS COPY CONTAINS

INTELLIGENCE COMMUNITY
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ONLY

DRAFT

SURVEY OF PREVIOUS REPORTS ON ORGANIZATIONAL
REFORM IN THE FOREIGN AFFAIRS COMMUNITY

[PAPER I.D.]

JOHN ELTING TREAT

JUNE 1974

Commission on the Organization of the Government
for the Conduct of Foreign Policy

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PREFACE

In the 37 years since the Brownlow Report, almost 200 official or semi-official reports have dealt with some aspect of the organization of the U.S. government for the conduct of foreign policy. Most have addressed only a portion of that subject, focusing, for example, on the staffing of the Department of State, or on the structure of the Executive Office of the President, or on the relationships between the various executive departments concerned with foreign affairs. But taken together, those prior reports address many, if not most, of the major issues facing this Commission.

We have tried to profit from two aspects of these prior efforts: their substance -- analyses and recommendations; and their fate -- effect or lack of effect on events.

The first step in doing so was simply to identify, locate and assemble the relevant prior studies. With the exception of a few which remain classified, copies of each of the 80-odd reports which seemed most clearly relevant to the concerns of this Commission have now been secured. They are available in the Commission's offices for the review of any interested Commissioner, staff member or consultant. Given their mass, however, it seemed useful to prepare the compact descriptions and summaries of those reports which follow. Our purposes were three: to provide an outline of what the reports concluded and recommended; to present an analytic index to the reports themselves, capable of quickly directing anyone interested in pursuing particular subjects to the reports likely to be of greatest interest to them; and to set those reports in their historical context, commenting on their origin, motivation, and effect.

As its format and style should make clear, this is a working document of the Commission; it is not designed or finished for a wider audience. It is the product of John Treat, a Commission staff member. In the course of preparing it, and doing so in a very limited time, he was required to make judgments about which reports to include, what facets of their histories to emphasize, and what assessment of their implementation to make. Moreover, he was held to a format some portions of which - such as the rating of "Historical Consciousness" - now seem less significant than they once promised. If, at the conclusion of the Commission's work,

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this study is prepared for wider distribution, therefore, we expect it will undergo changes in format and contents. But as a working reference document, it should be useful as it stands.

PETER L. SZANTON
Research Director

INTRODUCTION

Coverage - The 83 case studies summarized herein were selected from the approximately 200 reports on various aspects of foreign affairs community which followed the Brownlow Committee's 1937 document.. They were chosen for their concern for organization - or process, or staffing - rather than for policy; for their prominence, impact and scope. Correspondingly omitted were studies indifferent to organizational questions, narrow in mandate or wholly lacking in influence. Reports by the General Accounting Office and the Congressional Research Service were systematically excluded. Also omitted were a number of BOB/OMB Staff Studies, internal studies by State Department Historical Office and the Inspector General's Office, and unofficial studies which received no official comment. Congressional investigations which did not culminate in organizational recommendations were similarly eliminated, as were a number of reports by management consulting firms.

Method - The summaries and descriptions of the 80-odd prior reports presented here drew on a variety of sources. First, documents submitted at the Commission's request by the Department of State, AID, OMB and Congressional Research Service all provided important information. The standard Presidential, Cabinet and SubCabinet memoirs provided a second input. The third major source of survey information was interviews with study participants; several dozen were held during the course of the investigation. In a relatively few cases, the actual working papers of previous study groups were consulted. The several classified reports focused on the Intelligence Community were not consulted directly; summaries of them rely on secondary, unclassified sources which are identified by footnotes. In two cases, however, declassification procedures were initiated (Task Force #3 of the 1949 State Department Reorganization and the Humelsine Report of 1961). In general, at least one or two secondary sources were used in the preparation of each report summary. The research spanned a period from August, 1973 through June, 1974.

Format - Four basic data sheets are completed for each report. The first summarizes the title and author(s) of each, including identification both of principal participants and staff members. The second, "Terms of Reference", attempts to summarize the origins of the endeavor and its general approach to the subject. This sheet includes an evaluation

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of each group's "Historical Consciousness", - i.e., its familiarity with the organizational history of the agency under investigation. The third sheet, "Major Recommendations", recapitulates the significant organizational recommendations advanced by each report, although occasionally key policy recommendations are also listed when relevant. To the right of each recommendation, an estimate of its implementation is recorded. Utilizing a simple N=No, P=Partial, Y=Yes code, the first column evaluates the immediate, direct implementation while the second evaluates the subsequent or indirect implementation. The former was arbitrarily defined to fall within 1 year or less of a report's publication; the latter, within three years. The final page, "Comments on Implementation", describes the implementation process and offers observations on the reasons for each report's success or failure. In a number of cases where multiple reports are grouped under a single heading (Hoover Commissions, Kennedy Task Forces), variations of the standard format were adopted.

The process of assembling complete copies of the reports summarized in this survey required the assistance of a number of government and private agencies. In particular, the aid rendered by Ms. Evelyn Manning at the Department of State and Ms. Susan Geiger in the Office of Management and Budget was invaluable.

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